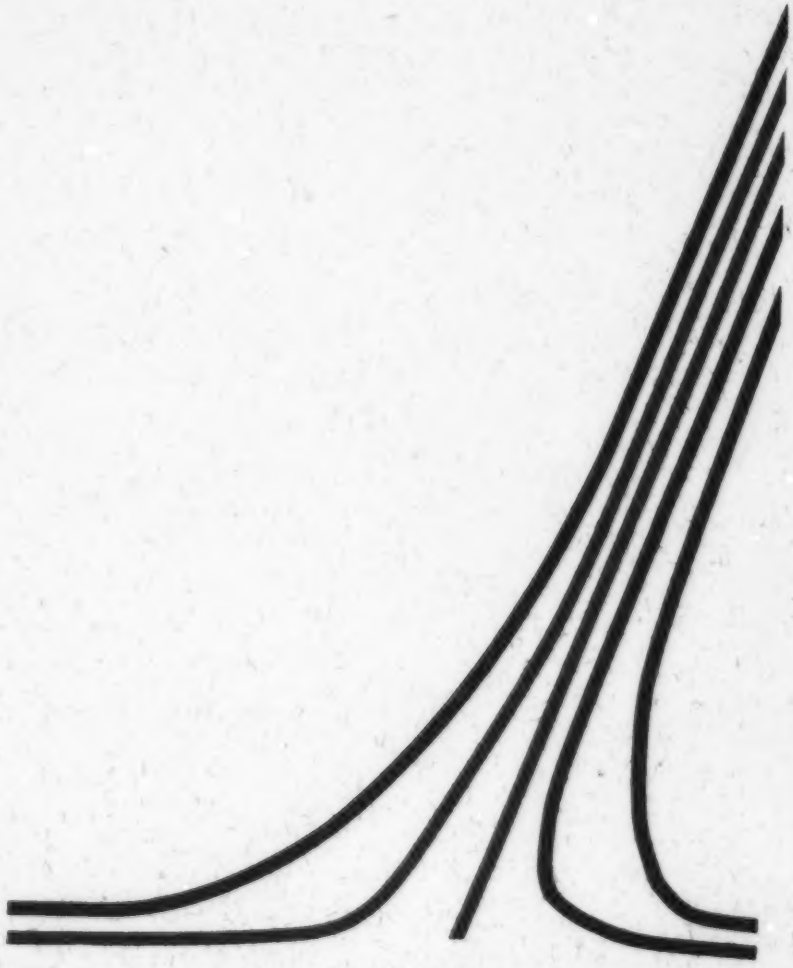
DIRECTIONS

Ministry of Municipal Affairs



Progress through Partnerships

Ontario

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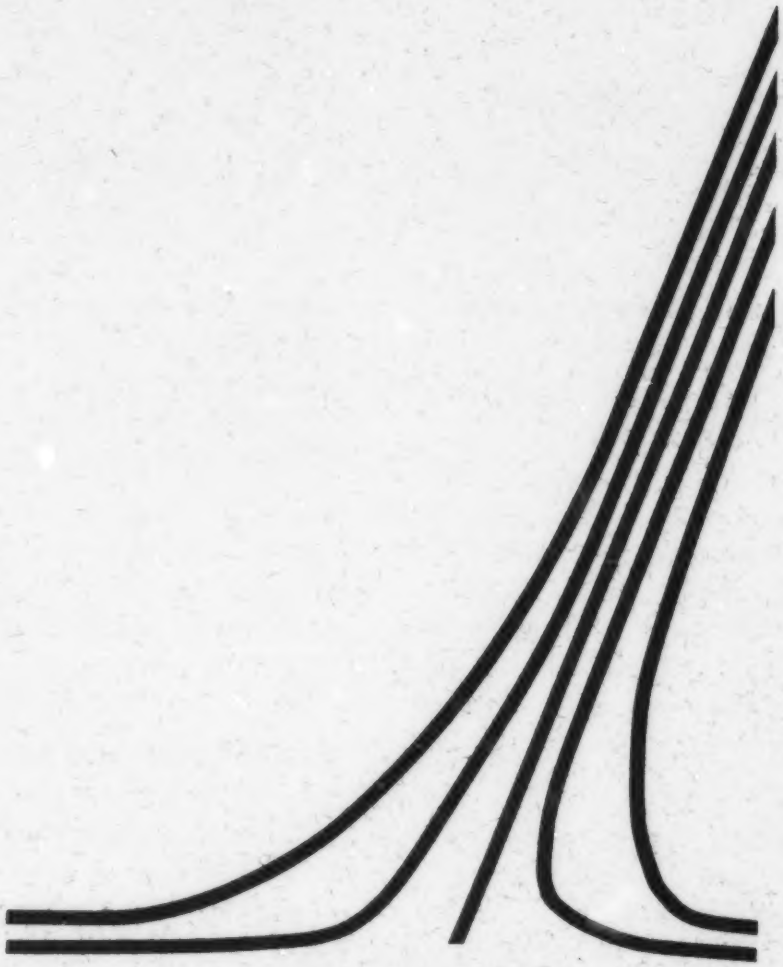

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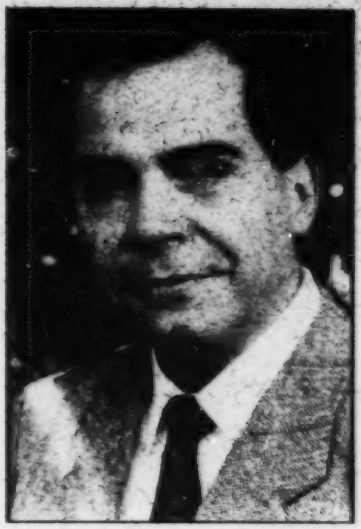


MINISTER'S MESSAGE

I am pleased to present **"Progress through Partnerships,"** the Ontario Ministry of Municipal Affairs' Strategic Plan for the nineties.

In developing its Strategic Plan for the next three to five years, the Ministry of Municipal Affairs has linked its activities to the broader government agenda and priorities. We have reflected on our relationship with our local government partners. The results of this scrutiny will bring about an ongoing strengthening and more clearly defined interaction with all levels of government.

The Provincial Government's wish for an open and accessible government, with better public participation in the decisions and operations of public programs and government, was echoed in the broad consultation process integral to the strategic planning process.

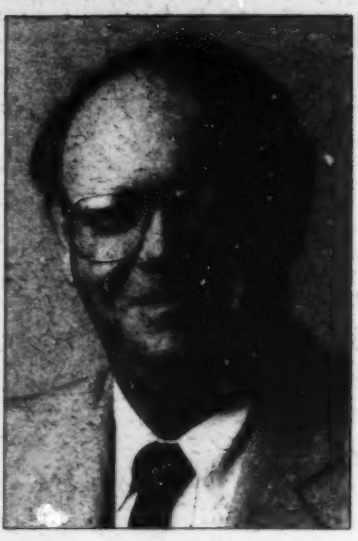
From the start of this process, the Ministry sought and listened to comments, opinions and advice of representatives of community interest groups, professional associations, other ministries and agencies and Ministry employees.

Based on these comments, a Mission Statement was developed, along with five objectives and accompanying strategies which will enable this Ministry to meet its priorities.

I am proud of this Ministry's multi-faceted role and firmly believe that we have the commitment, experience and ability to achieve our goals and to grow with the people of Ontario.

Dave Cooke

"Leadership in the development of communities and municipalities that meet the needs of the residents of Ontario."



DEPUTY MINISTER'S MESSAGE

The Ministry of Municipal Affairs' Strategic Plan for the nineties belongs to everyone who lives and works in Ontario, because it affects us all.

Our consultation with stakeholders concerning activities we should concentrate on over the next few years ensured that the process was open, and eventually reflective of our clients' and employees' priorities and concerns.

New Ministry directions project strong support for accountable local governance. This requires Ministry leadership in local capacity building on the one hand and a precise definition of roles and responsibilities on the other.

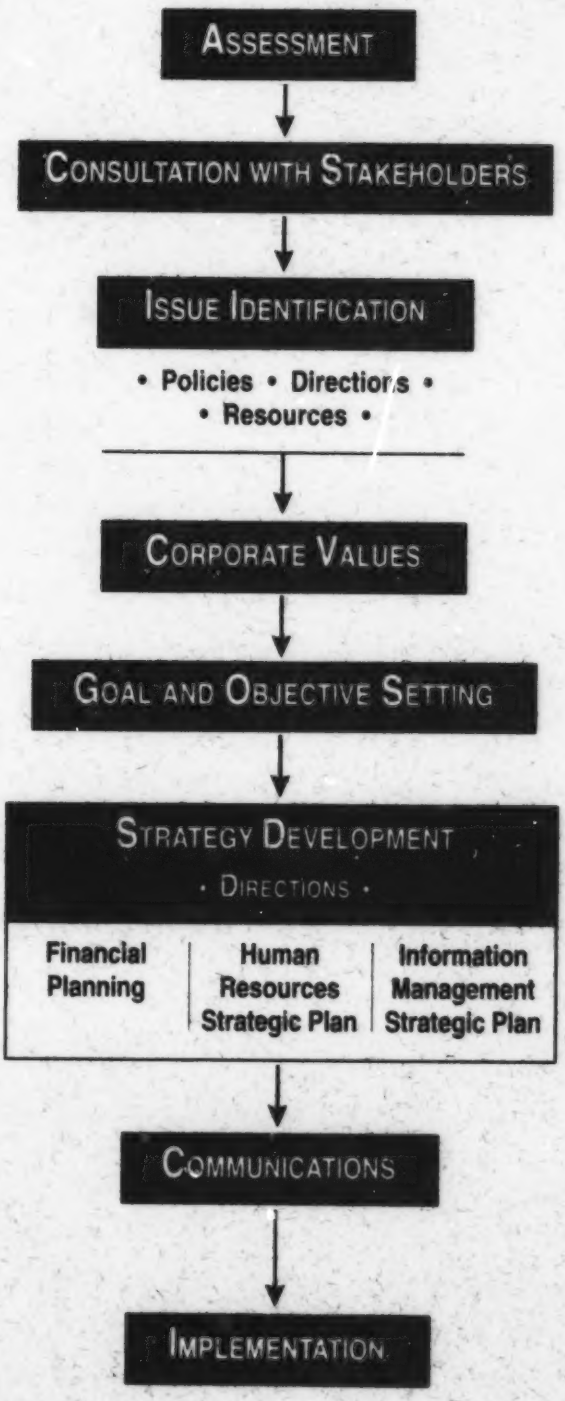
The need to manage change effectively and to practice integrated, sensitive planning on the local, regional and provincial scale are identified as priorities for this Ministry.

I am confident that the Ministry of Municipal Affairs' Strategic Plan will help to build on existing partnerships and pave the way for relationships that will develop based on mutual respect amongst all members of the Municipal Affairs community - other ministries, regional and local governments, municipal associations, interest groups and, of course, our own Ministry staff who are critical to our success.

David Hobbs

"A Ministry workplace that will deliver the priorities of the Province, recognizing the rights and aspirations of its employees."

STRATEGIC PLANNING PROCESS



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INTRODUCTION

To support government initiatives and priorities and to respond to the social and economic trends affecting the people and communities of Ontario, the Ministry of Municipal Affairs has adopted a strategic approach to setting priorities. This approach guides an annual cycle of events which works toward achieving the Ministry's mandate. This mandate, and the strategic directions now established for the next few years, are set out in this document.

To achieve our mandate, we recognize that we must:

- **Communicate clearly** the Provincial interests for which we are responsible;
- **Establish solid partnerships** with local governments, communities and other Provincial Ministries so that all initiatives are consistent with overall Provincial objectives;
- **Respond to all issues** in an integrated and comprehensive manner;
- **Promote the development of regional, community and municipal capabilities;**
- **Create appropriate forums** for communicating and strengthening Ministry directions.

OUTLOOK FOR THE 1990's

The International Scene

The economic trends of the 1980's will be even more intense in the 1990's. As regional trading blocks around the world strengthen, the international marketplace will become more interdependent and more vulnerable to economic and political events. The success of products and services will be based on international standards including manufacturing costs, labour costs, taxation and the regulatory environment; and, just as significantly, on particular labour force skills, quality of life and infrastructure advantages.

Canada's Economic Outlook

The key economic issues of the late 1980's, such as free trade adjustment and competitiveness, fiscal and monetary policy and business cycles, will dominate the 1990's. As global competition intensifies, Canada faces profound challenges on all of these fronts. At the same time, concern about the accumulating national debt restricts government options.

Economic Trends in Ontario

Ontario was the big winner in the economic boom of the 1980's, but it is suffering more than most provinces from the current worldwide economic downturn. Because manufacturing plays such a major role in the economy, it faces the most serious consequences from the restructuring and cost-competitiveness facing business around the world.

Demographic Trends

Throughout the 1990's, a higher proportion of Ontario's population will be older and the rate of growth slower. Low birth rates will have an impact on growth in the number of households. Further changes to the ethnic and cultural make-up of the Province will occur as we turn to immigration to meet our labour and skills needs. In the short term, migration from rural to urban areas will continue, but there may be a renaissance of smaller towns as retired people seek lower costs of living.

Environmental Trends

Environmental concerns will continue to be major issues for everyone. The preservation of air and water quality, sensitivity to land use, and effective waste management will remain high priorities even as we seek continued economic growth. Policies must be geared to doing more and better with less, rather than living with less.

Trends in Technology

All levels of government, including municipalities, will be affected by new technologies. These will have an impact on administrative operations and on the way governments provide services to the public.

Governance Trends

Since the dawn of Confederation, the issue of the balance of power between the federal and provincial governments has been contentious. Compared to all other federal democracies, Canada has tended to be the most decentralized. This has led to fragmented economic and industrial strategies. With the current constitutional impasse hampering creative approaches to our structural problems, a pall of uncertainty further undermines long-term business and economic confidence.

Social Trends

Changes in both the economic and demographic structure of Ontario will alter our social make-up and will require continuing and new approaches to social support. Professional service industries and small businesses will become more important. Efforts to retain and expand our high-wage, high value-added manufacturing base will mean more emphasis on scientific and technological education and training. The pressures of urban living will mean greater demand for opportunities such as flexible lifestyles, working arrangements and outdoor recreation.

Provision of Services

Urban expansion, especially in the "Golden Horseshoe," will continue, requiring more spending on roads and public transit. Communities in-land from the Great Lakes will experience water shortages which will constrain capacity to construct new housing and attract new industries. Economic factors will produce winners and losers in small to medium size communities, including those in the north with primary resource bases. These factors will affect the ability of the local tax base to pay for services.

For Ontario's municipalities, the availability of serviced commercial and industrial land will be crucial, particularly as they compete with other jurisdictions for new business. Greater effort will be needed to intensify land use and preserve land to compete in a range of economic activities. More spending on education will be required to enhance skills to meet our economic needs. There will be a growing concern that this spending achieve our educational goals. Housing pressures will ease, but a need for affordable rental housing near larger city cores will persist.

MISSION

In response to these trends, the mission of the Ministry of Municipal Affairs is:

Leadership in the development of communities and municipalities that meet the needs of the residents of Ontario.

MANDATE

To enable communities and municipalities to meet the needs of the residents of Ontario, and to plan for their future.

Stronger Provincial Municipal Relations

A good relationship between the provincial and the municipal level of government is essential to good government and to providing services to our residents. To make this relationship work there needs to be clarity as to who is accountable for what services. We need a strong partnership where municipalities are involved in the policy making and planning of services.

OBJECTIVE:

An effective partnership with municipalities based on clearly defined responsiblities.

STRATEGIES:

- Develop a clear understanding about the nature of the partnership which Ontario should have with municipalities.
- Disentangle the roles and responsibilities between the Province and the municipalities so the public can understand the accountability of each partner.
- Ensure consultation occurs on all issues and policy initiatives of the Province to improve decision making, and ensure advocacy of accepted municipal interests at Cabinet.
- Communicate the interests of Ontario and the process for change at all stages of policy development and implementation.

Community Development

To sustain prosperity in Ontario, communities must have the ability to plan comprehensively and manage changing social, economic and environmental issues. The nature of these issues may sometimes focus efforts on a local area and at other times on a regional level. The Province must play a positive role with local government in the planning and management of economic growth and adjustment.

OBJECTIVE:

Communities and municipalities with the capability to effectively manage social, economic and environmental change.

STRATEGIES:

- Develop and communicate the Province's social, economic and environmental priorities on an area basis to enable strong partnerships to manage change at the local level.
- Lead in creating and strengthening working relationships with other ministries to ensure that provincial resources are available to communities in a responsive and coordinated manner.
- Promote inter-community co-operation and facilitate joint community action on development issues.

Good Planning

How we manage our land resources today will affect how we live, work and play in the future. Ontario's resources are limited and must be preserved and sustained for the benefit of future generations. The Provincial Government has a major responsibility to ensure that there are partnerships and processes with municipalities that achieve these objectives.

OBJECTIVE 1:

Integrated environmentally, economically and socially sensitive land use planning that ensures the long-term interests of the residents of Ontario.

STRATEGIES:

- Support the development of an accessible, efficient and fair planning process.
- Ensure the development and articulation of provincial interests in land use.
- Maintain partnerships with municipalities to explain and promote provincial and local planning interests.
- Monitor the development of land use in Ontario.

OBJECTIVE 2:

Integrated provincial/regional planning to guide communities in their development.

STRATEGIES:

- Identify the long-term development needs of Ontario.
- Ensure that future servicing needs and the protection of major regional/inter-regional environmental systems are reflected in provincial, area and local planning and decision making by communicating and cooperating with communities, municipalities and other Ministries.

Fair Effective Accessible Local Government

Ontario has traditionally relied on local government to provide locally based services and to deliver provincial programs. As our society becomes more complex, the effectiveness and efficiency of local government will become more critical to good service to the citizens of Ontario.

OBJECTIVE:

Strong local government which is efficient, effective and has the confidence of its citizens.

STRATEGIES:

- Promote local planning and decision making processes that are open, fair and accessible.
- Develop and implement approaches to ensure effective delivery of services.
- Support innovation and broaden local authority to enable communities to take advantage of opportunities for self-reliance.

A Fair and Healthy Work Culture

The work culture of the Ministry should help the Government meet its responsibilities for the social and economic well-being of its citizens. By making the best possible use of all resources, we increase productivity and improve client service. Resource management strategies must respond to Ministry directions and reflect specific information management objectives. As a model employer, our administrative processes must be democratic and our union-employer relationships strong so that we meet Government employment equity and workforce objectives. The approach now in place of involving all staff in developing human, financial and information resources for the Ministry is a good beginning.

OBJECTIVE:

A Ministry workplace that will deliver the priorities of the Province, recognizing the rights and aspirations of its employees.

STRATEGIES:

- Develop and maintain opportunities to ensure everyone is involved in planning and decision making.
- Maintain a workforce that reflects the employment policies and priorities of Ontario.
- Develop a resource planning and rewards approach that recognizes the rights, needs and aspirations of Ministry staff.
- Enhance planning and decision making processes and systems to ensure that the resources of the Ministry deliver the Government and Ministry priorities.

PRINCIPLES

In achieving the Ministry mission and mandate, our activities will be governed by these broad principles:

- Effective regional and community planning contribute to a high quality of life for the province as a whole;
- Effective partnerships with municipalities and communities are vital to achieve common goals;
- Communication and co-operation with other ministries and agencies to ensure that the programs of each partner support the other in meeting overall provincial priorities;
- Local governments that are responsive and accountable are vital to the well-being of the province. Strong local government forms the basis for effective and extensive decentralization of decision making and power sharing;
- Financially sound, well managed municipalities are critical to the economic and social well-being of the Province;
- Provincial and municipal roles, responsibilities and accountabilities must be clarified;
- Whenever possible, the Ministry's goals should be achieved through policy and strategy, rather than regulation;
- Better information about Ontario's municipalities, and the trends affecting them, will result in better provincial decisions on municipal issues; and
- Integrated and comprehensive approaches will be the Ministry's guide to managing issues.

ORGANIZATIONAL VALUES

In meeting our mandate and objectives, we are committed to the following values:

PRIDE IN OUR WORK AND OURSELVES

Knowing what we do, why we do it, what difference it makes and where it fits – enables us to make a worthwhile contribution on behalf of the people of Ontario.

PROMOTING A CULTURE OF CREATIVE OPTIONS

A supportive atmosphere where we are confident in presenting ideas and options to decision makers.

BRINGING STRATEGIC COHERENCE TO ALL OUR EFFORTS

Cooperative approaches to ensure that what each of us is doing fits together to achieve the goals of the government.

DELIVERING QUALITY SERVICE

The way we provide service is important. We value prompt, courteous and useful responses to the people we serve, where effective and fair treatment of requests for service can be expected.

REFLECTIVE OF THE PUBLIC WE SERVE

Valuing diversity in the work place, in service delivery and in policy development.

EMPLOYEES AS A CRITICAL RESOURCE

Valuing people as individuals and as partners in pursuing Ministry goals.

A workplace committed to personal growth and development enabling people to take responsibility for their own careers.

PERSONAL COMMITMENT AND FLEXIBILITY

Doing business by communicating openly with OPSEU, staff and clients, and by involving them in policy and program planning and decision making.

Valuing creative, fair and results-oriented leadership and individual responsibility in getting the job done.

Balancing work and home life through flexible work arrangements that reflect individual and Ministry needs.

Setting clear expectations of honest, ethical and flexible behaviour and of levels of performance. Ensuring feedback on work done as a basis for rewards and recognition or improvement of poor performance.

EMPLOYMENT EQUITY

Commitment to a workplace and workforce that reflects our cultural diversity through employment practices such as equal access and the merit principle, where human rights and fair treatment of others are respected.

WORKPLACE QUALITY

Ensuring a healthy and safe workplace that promotes well-being and productivity.

Improving Ministry operations by applying new ideas from the broader workplace.

ACCOUNTABILITY

Management to provide competent supervision and development of staff based on corporate and Ministry human resource values.

Ministry management is responsible for ongoing strategic workforce planning in meeting Government objectives and emerging trends.

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